

Executive Registry

79-5501

12 DEC 1979

MEMORANDUM FOR: Executive Committee Members

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Secretary, Executive Committee25X1 SUBJECT : Minutes of Executive Committee Meeting,
6 December 1979

1. The Executive Committee met on 6 December to continue its deliberations on the NAPA Project Group recommendations. (The DCI chaired the meeting; the DDCI and Messrs. Dirks, McMahon, Wortman, Clarke, Lipton, and Ware attended; Messrs. Silver and Fitzwater participated as observers.) Mr. Carlucci noted receipt of the Office of Personnel's proposed guidelines for an executive development program, which includes rotational assignments among the criteria for moving into senior positions. The DCI said he favored the concept, noting that it provided for rotations while preserving flexibility for the career service chairmen to make appropriate exceptions. Mr. Carlucci asked Mr. Fitzwater to incorporate a policy statement on rotations into the program and circulate a draft to Committee members for comment. A decision on the program will be made early next week.

2. Section J. Vacancy Notices. Mr. Fitzwater highlighted the NAPA findings regarding vacancy notices, Committee member comments on the Project Group's recommendations in this area, and the strengths and weaknesses of the current vacancy notice system. Mr. Carlucci noted that with the exception of Recommendation B, the Group did not suggest any change in the current system. He and the DCI noted receiving numerous complaints about the current system and suggested that mandatory Agency-wide vacancy notices would be more understandable to employees and would help ensure that supervisors got the best people. Mr. Silver noted that reconciling an Agency-wide system with rotations and executive development programs would present a dilemma. In the ensuing discussion, concern was also expressed about the inappropriateness of Agency-wide notices for some DDO and DDA positions and the potentially excessive administrative costs of such a system. The Committee agreed that the new Personnel Policy Board to be formed under Mr. Fitzwater should work with the heads of the career services and appropriate career management officers to compile a list of positions for which mandatory Agency-wide vacancy notices would be appropriate. Mr. Fitzwater is then to determine how many of those would be feasible given current Office of Personnel resources. The Committee also agreed with Mr. Fitzwater's suggestions

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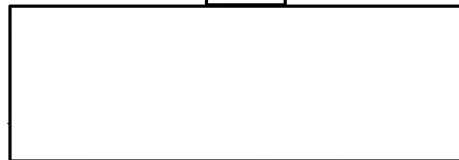
to inform employees of the results of the above, to investigate expediting the distribution of notices, and to try to reduce the response period to notices from three weeks to two. In response to Mr. Fitzwater's question, Mr. Carlucci said that employees selected for new assignments should be released by their offices within three weeks.

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3. Mr. Silver noted the apparent inequities of tying secretarial grades to those of their supervisors. The DCI initiated a discussion of the pros and cons of converting a number of GS-15 professional slots into more GS-10 secretarial slots. Several members noted that Agency secretaries receive higher salaries under our system than they would in private industry or some other Civil Service agencies. The DCI asked Mr. Fitzwater to review the bottleneck in career progression for secretaries at the GS-08 - GS-09 level.

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4. Section N. Competitive Evaluation Panels. During the discussion on competitive evaluation panels, the advantages and disadvantages of promotions by panels versus promotions solely by supervisors were aired. Drawbacks of panels included reducing supervisors' ability to control, reward, and constructively help their human resources. Another weakness noted was the tendency of panels to "go for the average." On the plus side, by diluting some of the supervisors' control, panels would encourage supervisors to be "leaders" and lessen employee inhibitions to express dissenting views. Supervisors would still retain considerable influence in panel deliberations because they would write the fitness reports on which the panels base their decisions. It was also suggested that panels might be appropriate for employees serving overseas tours because they would be known by various supervisors, but not for employees at lower levels in the Headquarters area who would probably only be known by one supervisor. The DDCI and DCI noted current panel practices across the Agency were confusing and difficult to understand. In response to the DCI's question, Mr. Fitzwater said that most employees he has talked to prefer promotion panels. After extensive debate, the DCI concluded that the current system of five independent, unrelated systems was unacceptable. He asked the five career service chairmen to convene before the next Committee meeting to look for the commonalities among their systems that could serve as the basis for a more uniform Agency system and at the same time allow for their unique needs.



cc: D/Personnel
Ch/E Career Service